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The Director of Central Intelligence

Washington, D.C. 20505

MEMORANDUM FOR: Admiral Daniel J. Murphy, USN(Ret)
Deputy Under Secretary of Defense for Policy

SUBJECT: NFIB Procedures

1. I have your memorandum on NFIB procedures. I have to say that I am not quite in agreement with the philosophy behind it. I look on NFIB as a board of directors to whom I turn for advice on time-urgent issues, as well as long-term matters. I look on the members as the equivalent of vice presidents in a major corporation, and feel that I can expect that they are well abreast of the business in their own areas of responsibility. I took particular exception about a year ago when one of the members of the Board refused to comment on a subject that I raised spontaneously at an NFIB meeting because he hadn't had advice from his staff. After all, the NFIB is an advisory body and its members should be ready and willing to give advice rather than acting like delegates to the United Nations where they are representing some higher authority by their votes.

2. I do admit that I have not succeeded anywhere near as much as I would like in moving the NFIB in this direction. The last six months, and more particularly the last three, have been characterized by a growing reluctance on the part of the members to offer views or participate in discussions. I am disappointed and discouraged because NFIB will simply atrophy if this is the trend. If I'm only going to get predigested opinions, I might as well ask for them in writing and save a lot of time.

3. In short, if we stick to only prepared agenda and meet only at a pre-set time each week, I doubt that the NFIB will be stimulating enough to warrant my asking its advice.

STANSFIELD TURNER

*To be taken up verbally at
next NFIB - 2 May*

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